

RISK MANAGEMENT SCENARIO

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SCENARIO 1 (INFANTRY)

TASK: EXECUTE ATTACK
ARTEP 7-8-MTP (7-3/4-1100)
FM 7-8, FM 7-7J

MISSION: TM Warrior conducts an attack NLT 050600MaXX to seize and control an unimproved airfield located vicinity NK 568031.

SITUATION: Intelligence indicates the airfield is defended by a dug-in enemy force estimated to be a squad-sized element. Fortifications are individual fighting positions with sand bag emplacements for crew served machine guns and anti-armor weapons. The compound is surrounded by layered concertina wire with possible anti-vehicular and personnel minefields in front of the wire.

CONDITION: You are a mechanized infantry platoon leader with first platoon Co. A, 2-5 In Bn. Your platoon is the lead element in the attack to seize control of the airfield (approximately 8 KM from your current position). 3rd platoon (tank) will provide far security and 2nd platoon (mech) will be in reserve. The airfield will be used by the 1st Brigade Combat Team (BCT) as logistical support for future operations. You received a warning order from the commander 021500MarXX.

1st BCT deployed to the Republic of Mojave 271200FebXX. Since your arrival the temperature has been moderate; 50s in the day and 30s at night. The current weather update indicates a front moving into the area within the next two days which may produce precipitation, possibly snow or freezing rain.

The airfield lies at the top of a plateau. The SW side of the compound is protected by steep cliffs and a deep ravine that is impassable to vehicles. The terrain between your current position and the airfield is open and maneuverable, but provides little cover or concealment.

FACTS: You have been assigned as platoon leader for the last eight months. Assessment of your platoon and mission:

- Participated in company lane training-received "P" in the area of friendly vs threat identification.
- Completed dismount gunnery, Bradley Tables VI-XII and CALFEX.
- The company/team TACSOP was updated one month prior to your deployment and the platoon has not had time to execute to standard some of the tasks.

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- The experience level of your soldiers is varied: 15% are Desert Shield/Storm veterans, 25% are second term soldiers, and the remaining (60%) are young first term soldiers with less than 24 months in the service.
- Your platoon is well rested and this will be your first mission since deployment.

RESOURCES: ARTEP 7-8-MTP; FM 7-8; FM 7-7J; Small Unit Risk Management Booklet.

METT-T ANALYSIS

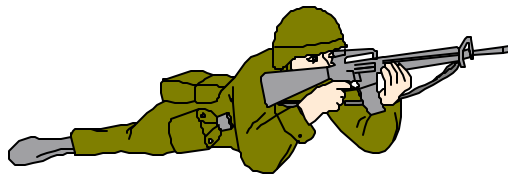
MISSION: Conduct an attack on an enemy airfield.

ENEMY: Squad sized enemy force with direct (individual wpns/MG) and anti-armor weapons. Enemy is well dug in and has sand bag bunkers for crew served weapons. Compound is protected by concertina wire and minefields.

TERRAIN: Plateau affords easy access on all sides except the SW which is impassable to mechanized forces and highly difficult for dismounted personnel. The remaining approaches are open terrain, ideal for maneuver but provide no cover or concealment for dismounted troops. Forecast calls for rain, possibly freezing or snow. Inclement weather will degrade performance and increase the amount of time required to achieve objective.

TROOPS: Experience level is low, 60% are first term/enlistment soldiers with less than 2 years of service. Previous training assessments indicate the unit is partially trained in friendly vs. threat identification.

TIME: Adequate time is allowed to plan for a deliberate attack. Weather will have a major impact on the time required to execute the mission. Conducting a night attack increases the difficulty of the mission.



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SCENARIO 2 (ARMOR)

TASK: PERFORM AN ATTACK BY FIRE
17-237-10-MTP
(17-3-0219)

MISSION: 2nd Platoon B Company 2nd Battalion 66th Armor on 281800MARXX will conduct a Movement to Contact from LD/LC along Axis Blue to occupy Attack Position Eagle (PK88341650). On order, deploy the platoon into an overwatch position and be prepared to attack by fire.

SITUATION: Enemy forces have crossed PL Tiger and have taken up hasty defensive positions in your sector (PK87341600). It appears that the enemy is preparing to conduct a deliberate attack against Task Force XXI. The enemy forces consist of two Heavy Tank Platoons supported by one Chemical Attack Company, with a third Heavy Tank Platoon in reserve. The enemy is at 100% strength with high morale and they have been known to use chemical weapons. Aerial reconnaissance reports construction of a tank ditch and wire obstacles on Axis Blue vicinity (PK88042010). Enemy tanks were observed in the vicinity of the obstacles.

The enemy Tank Platoons are equipped with T80's, BMP2 w/sagger missiles and BTR 80's. The Chemical Attack Co. is capable of delivering chemical agents to an area 2km wide and 5km deep from their hide position located up to 2km away .

CONDITION: Your Battalion is operating at the National Training Center (NTC) as part of TF XXI. The Battalion deployed from Ft. Hood on 20 Feb and has been on station for five weeks. During the last three days, you have been engaged in 24 hour continuous operations with daily OPFOR engagements. The time is now 271500MARXX. Your platoon has been moving since 270500MARXX using bounding over-watch.

Despite the excellent physical condition of your soldiers, the intense training and effects of desert life have taken their toll on your soldiers. They have been constantly out of uniform and complaining about having to perform PMCS on their vehicles.

At approximately 271400MARXX the Commander directs you to prepare to deploy your platoon in the over-watch position and, on order, to attack the company objective by fire. Your over-watch position is approximately 10.5 km away. Your fuel and ammunition status are both 90% after resupply. Your commander informs you that the company must be on their objective (approximately 12 Km away) NLT 281800MARXX.

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Friendly forces: 1st and 3rd Platoon, 2nd Battalion 66th Armor will be maneuvering towards the enemy position, while 2nd Platoon B Company provides over-watch. Friendly artillery fire mixed with smoke will be used to suppress the enemy's position and to conceal the movement of 1st and 3rd Platoon. The commander's intent is to destroy the enemy with direct and indirect fire before they can launch an attack, by fixing and flanking the enemy's position.

Light condition: Sunrise is at 0600 hours and Sunset is at 1800 hours. Weather conditions are dry with mild temperatures that are expected to climb into the 100's.

The terrain is flat and rolling with sandy bottom, small hills, steep inclines marked by large rock outcroppings and deep ravines.

FACTS: You have been the Platoon Leader of 2nd Platoon, B Company, 2nd Battalion 66th Armor, for the past four months. You have participated in two field training exercises (FTX) in preparation for NTC rotation. During this time you have observed your platoon and have assessed their capabilities. Based on this you know:

- The TACSOP does not provide for work/rest plan during continuous operations.
- 30% of your personnel did not participate in any NTC train-up. They were transferred to your Platoon between train-up and deployment .
- Your platoon has trained to conduct movement to contact operations, but never in a chemical environment .
- 50% of the MOPP suits issued to your platoon are not serviceable .
- Your platoon does not have the equipment needed to conduct a breaching operation or to clear an obstacle.
- At some point during the mission, you will need to crosslevel your platoon's ammunition. Unreliable soldier discipline and leaders not enforcing standards may lead to mishandled ammo (excitement and haste under enemy threat).

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RESOURCES: ARTEP 17-237-10-MTP; BCT, 2AD, TACSOP (Cards 902-905); Small Unit Risk Management Booklet.

METT-T ANALYSIS

MISSION --Conduct Movement to Contact. On Order, deploy platoon into overwatch position and be prepared to Attack by Fire.

ENEMY --Three Heavy Tank Platoons and One Chemical Attack Company.

TERRAIN/WEATHER - Rocky desert. Maneuver in areas off established tank or engineered trails difficult due to large rock formations and deep ravines. Enemy obstacles. Clear, hot, and dry (Temperature 95-105).

TROOPS/EQUIPMENT --Highly motivated but at times displaying a lack of discipline. 30% of platoon has never operated in desert environment, and did not participate in NTC train-up. The soldiers have been at a high state of alert and operating in 24 hour continuous operations for the past three days. 50% of the platoon's MOPP gear is unserviceable.

TIME --Approximately one day to prepare. OPORD directs your company must be at objective NLT than 1800.



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SCENARIO 3 (AVIATION)

TASK: RELOCATE THE FARP
ARTEP 1-100-30-MTP
(01-2-7727)

MISSION: The POL Platoon, HQ CO, 123d ATK BN, will conduct FARP aerial relocation operations in support of a night, AH-64 deep attack mission using K Troop 2/7 CAV aircraft. The FARP will relocate using two of A CO, 123d ATK BN's UH-60's from (NK 560029) and have FARP operational NLT 040230NovXX at (NK 628031).

SITUATION: The peoples army of Muldavia has stepped up operational tempo in your area. Since the Muldavian's last forward advance, enemy artillery has become a greater threat to the aviation assets of the 123d ATK BN. Enemy strength continues to increase with the insurgence of newly conscripted personnel. Friendly resistance patrols have discovered newly constructed enemy positions which appear to be designed for the employment of ADA or SAM's. If construction of the sites is allowed to continue to completion and operational status is obtained, friendly aviation operations will be in serious jeopardy.

CONDITION: You are the HQ CO POL Platoon Leader and have been at NTC for the past two weeks. You have been conducting tactical operations for the past three days. It is 032100NOVXX. You have just received orders to relocate the FARP and have it operational at the new location (NK 598031) no later than 040230NOVXX.

You have two UH-60's on site to move your equipment and personnel to your jump FARP (forward) location. You have four 500 gallon fuel Blivets and will be operating four refueling points at one time using two FARE systems. Your platoon is seriously over extended with other commitments to the battalion. You only have a total of 8 personnel to conduct this mission. 20% of those personnel have recently transferred in from northern climates, have had minimal training with your unit, and have never conducted FARP operations with AH-64's..

The weather has been dry and hot, with no forecasted precipitation. The temperature is averaging 93 degrees Fahrenheit during the day and 68 degrees Fahrenheit at night. There will be moderate illumination throughout the operation.

FACTS: You have been the POL Platoon Leader for the past 4 months. During this time you have planned and participated in two field training exercises (FTX) in preparation for this NTC rotation. The company safety

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officer has conducted a force protection (safety) assessment of all personnel within the company. Based on that assessment you know:

- Results from the force protection (safety) assessment identified 10% of the soldiers in your platoon were in the high or extremely high risk category for accidents (below standards due to lack of self discipline).
- Your platoon has supported numerous FARP operations and POL support missions over the past year, but only two night operations using NVDs during that time.
- The new FARP location has been reported to have sparse vegetation, and scrub brush. Soil conditions are conducive for dust/brownout conditions. The S-3 has completed an aerial recon of the location, but no one from your platoon, including yourself, is familiar with this site.

METT-T ANALYSIS

MISSION: Relocate FARP to support an AH-64 deep attack.

ENEMY: Indirect artillery with capability to range present FARP site and possible ADA/SAM capabilities.

TERRAIN: Plateau affords easy access, but is exposed on all sides. The weather is dry and hot, with no forecasted precipitation. The temperature is averaging 93 degrees Fahrenheit during the day and 68 degrees Fahrenheit at night. There will be moderate moon illumination throughout the operational time period.

TROOPS: 20 % of your troops have a low experience level for this task. Most of your soldiers are first term enlistees with less than 3 years of service. Previous training assessments indicate acceptable levels of proficiency. Number of available soldiers to conduct the mission is limited due to over extended support commitments.

TIME: Lack of training time due to enemy threat.

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SCENARIO 4 (AIR DEFENSE)

TASK: PROVIDE AIR DEFENSE FOR A CONVOY
ARTEP 44-117-21-MTP
(44-3-7002) (FM 44-31)

MISSION: Provide air defense for 2nd Brigade's tactical road march from Irwin City to the tactical assembly area, vicinity NK356215, NLT 010300MarXX.

SITUATION: The likely avenue of approach of enemy aircraft is from the north. Intelligence indicates there are enemy snipers in the area of operations. OPFOR aircraft have been observed in the immediate area of operation.

CONDITION: You are an Avenger Platoon Leader in A Battery 4th BN 44th ADA, and have been deployed with your battery at the National Training Center for two weeks. It is currently 201300FebXX. Your battery has been given the mission to provide air defense for 2nd Brigade's tactical road march, on 010300MarXX. The first serial will SP at 0300 hrs, with the subsequent serial departing at 0315. The convoy speed limit is 25 MPH with a catch up speed of 30 MPH. All vehicles will be on line two hours prior to roll out and will have TC's. Night vision devices will be used during this move. Your platoon is at 85% personnel strength, 50% of which are new to the unit and have never deployed to a desert environment.

Map recons indicate that you will be traveling on unimproved roads with some steep slopes of more than 22 degrees. Soil conditions are firm and rocky with large subsurface rock formations. Terrain limitations for overlapping fires should be no less than 4,000 meters and for mutual support not less than 3,000 meters as the terrain permits.

Temperatures for March at NTC range from a high's in the 50's to low's in the 20's with strong winds. Precipitation during March averages approximately 2". The moon will provide only 5% illumination.

FACTS: You have been a platoon leader for the last 12 months. During this time you have observed your platoon's training and operations. You have conducted a safety assessment of the platoon; based on this, you know:

- Recently your unit participated in a battalion level FTX. Your unit was assessed as a (P) in the area of supporting battery fires (firing in sector while on the move).

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- Night vision refresher training was conducted last month.
- During a previous exercise you had to continuously correct your soldiers on proper vehicle intervals when firing.
- TACSOP states there must be good visibility to identify aircraft, but does not address procedures for limited visibility.
- The 1st Section Leader is a very aggressive leader and pushes his soldiers to the limit. You noted during the last FTX, his soldiers sometimes only had 4 hours of rest in a 24 hour period and appeared extremely fatigued.
- Your unit has been acclimatized and is proficient in operating in cold weather conditions. Annual cold weather training has been conducted.

METT-T ANALYSIS

MISSION-- Your section has been tasked to provide air defense assets to the 2nd BDE.

ENEMY--OPFOR aircraft have been observed in the immediate area of operation. Intelligence has informed your units of snipers in the area.

TERRAIN--Map recons indicate that there are unimproved roads and rocky conditions. Soil conditions are firm with suspected large subsurface rock formations. There are steep slopes in some areas with slopes of more than 22 degrees. There is a forecast for windy conditions with 5% Illumination.

TROOPS--Motivated and aggressive. 85% personnel strength, 50% of which are new to the unit and have never deployed to a desert environment. Your unit is not fully trained on firing in sectors while on the move. Additionally, your soldiers seem to have problems keeping the correct intervals between vehicles when firing.

TIME--Serial one will depart at 0300 hrs with serial two departing at 0315 hrs. Estimated time of travel is uncertain due to driving under night vision devices and driver proficiency and experience.

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SCENARIO 5 (FIELD ARTILLERY)

TASK: DELIVER FIELD ARTILLERY FIRES
ARTEP 6-511-MTP
(06-1-02-3042)

MISSION: Provide direct support field artillery fires in support of 3d Brigade's movement to contact NLT 240400FEBXX, to locate and destroy the Tawakana Division of the Iraqi Republican Guard.

SITUATION: It is now 211200FEBXX. Your battery has been deployed to the Southwest Asian theater since 29 December. The Tawakana Division has been preparing and improving their defensive positions, incorporating tank ditches, minefields and other obstacle belts, since late September. After almost four weeks of air strikes, intelligence estimates their combat power at 95% with full operational capability to employ persistent and non-persistent chemical agents.

CONDITIONS: Your battery is at 102% personnel strength. 95% of these soldiers have never participated in any type of combat operation. In November you received the new M109A6 (Paladin). Your first actual training exercise (firing) with this system was on 3 January. Your crews are well trained in crew drills, but, you rate your section chiefs as a (P) partially trained because of their lack of training on the new electronic equipment which came with the M109A6. Your soldiers are acclimated to the cool weather in the desert. The predicted weather for 24 February is severe wind (30 + knots) causing sand storms with visibility less than 50 feet. No precipitation is predicted.

FACTS: You have been the battery commander for the past 13 months. Your soldiers have fired over 3,000 rounds safely in the M109A3, but, have only fired 250 rounds from the M109A6. Based on your training and experience, you know:

- The Tawakana Division has excellent counter-battery acquisition systems and is well trained in processing counter-fire missions.
- The dust and cool weather has caused numerous failures of the electronic devices on the M109A6 and in your fire direction center (FDC).
- During your last ARTEP, your battery FDC was rated a (P) partially trained in manual fire direction procedures.
- Your battery has not conducted any collective training with the 3d Brigade maneuver elements on breaching/reducing obstacles. You have no organic engineer assets with your battalion.

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- From previous experience at NTC and CMTC, you know there is little time for sleep/rest in a movement to contact operation. There is a distinct possibility your unit will be in MOPP 4 for a long period of time if the enemy sticks to their doctrine of employment of chemical munitions.

RESOURCES: FM 6-50; ARTEP 6-115-MTP

METT-T ANALYSIS

MISSION: Provide direct fire support in support of 3d Brigade's movement to contact.

ENEMY: Tawakan Division is at 95% combat power. They have been preparing and improving their defensive positions, incorporating obstacles (tank ditches, minefields, and obstacle belts). Fully capable of delivering persistent and non-persistent chemical agents. Well trained in counter-fire missions.

TERRAIN: May encounter enemy obstacles. Severe winds (30+ knots), sandstorms and dust will limit visibility to 50 feet. Dust can cause equipment malfunctions.

TROOPS: Personnel strength is at 102%. 95% of the soldiers have never participated in combat operations. The FDC is partially trained in manual fire direction procedures. Crews are well trained in crew drills, however they lack experience with the new equipment. The soldiers are acclimated.

TIME: Approximately 3 days to prepare.

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SCENARIO 6 (ENGINEER)

TASK: CONDUCT BREACHING OPERATIONS
(05-2-0114)
(FM 5-34, FM 20-32, FM 5-101, FM 101-5-1).

MISSION: A Co / 22nd ENGINEER BATTALION will conduct breaching operations in the vicinity of OBJ STEEL, in the Republic of Mojave, on or about 112300NOVXX in order to maintain the momentum of TF Whiskey's attack.

SITUATION: The obstacle is a surface laid antitank minefield. It has three rows that are 200 meters long and 40 meters apart. The front of the minefield is marked by a single strand of barbwire along the length of the front row. There is a Motorized Rifle Platoon overwatching the obstacle. Intelligence believes that they also have the support of a artillery battery.

CONDITION: You are the Safety Officer for A Co / 22nd ENG BN. It is currently 010900NOVXX. Personnel and equipment will depart for OBJ Steel on or about 111900NOVXX on TF vehicles. At the dismount point your unit will link-up with the designated TF breaching force and move ON FOOT, tactically to the last covered and concealed location before the obstacle. Breaching operations will begin on order of the TF Commander.

The predicted temperature and weather for 11 NOV XX is a high of 72 degrees, a low of 44 degrees, and a 20% chance of rain. The terrain is rocky with steep ravines and sandy desert areas. This time of year it is usually dusty and dry.

FACTS: You have been the Safety Officer for the last eight months. During this time, you have observed all unit training and operations. A safety assessment of the unit has been conducted. Based on this you know:

- The unit is at 95% strength. The commander rates the unit a "P" due to the fact that 40% of the soldiers arrived at the unit after the last train up.
- The unit's is trained on low visibility operations and on the use of NVG's but there are only two pairs of NVG's per platoon that are serviceable. Illumination will be at 40%.
- The soldiers will be performing missions under continuous operations. The OPORD does not cover rest / sleep plans.

RESOURCES: ARTEP 5-025-31-MTP; FM 5-34; FM 20-32; FM 5-101; Small Unit Risk Management Booklet.

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METT-T ANALYSIS

MISSION: Conduct Breaching Operations.

ENEMY: Obstacle is overwatched with direct fire by a Motorized Rifle Platoon with a field artillery battery giving indirect fire support.

TERRAIN: Rocky desert that has steep ravines and soft sandy areas. This time of year it is dry and dusty.

TROOPS: The soldiers are highly motivated, but will be tired due to continuous operations. Troop strength is at 95% with 40% of the soldiers untrained at this task.

TIME: The obstacle will slow down TF Whiskey's attack on OBJ Steel. This obstacle must be reduced by 112400NOV97 or there is a chance of the TF receiving direct and indirect fire.

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SCENARIO 7 (TRANSPORTATION)

TASK: PLAN OCCUPATION OF NEW AREA OF OPERATION
ARTEP 55-716-30-MTP
(55-2-1007)

MISSION: 60th TRANS CO will establish a forward support base (PT 564321) NLT 071700NOVXX in order to provide tank recovery operations and rations pick-up in support of the 2nd CAV DIV.

SITUATION: Intelligence indicates the enemy has been attacking along the MSR with indirect fire and dismounted squad size elements, in order to disrupt logistical support. The enemy has nuclear, biological, and chemical (NBC) capabilities. Additional reports indicate possible mine fields one kilometer north of the new location (NK456432).

CONDITION: You are the Commander of 60th Transportation Co. and have been deployed at CMTC, Hohenfels, Ge. for two weeks. Your unit is currently operating at ninety percent personnel strength and is equipped with HETs, M939 series 5-Tons, and HMMWVs. Additional assets available include an engineer mine clearing team, three Black Hawks, and artillery support from the 75th FA BDE.

You have just received warning orders to deploy to a new area of operations (NK456432) with an SP time of 070400NOVXX. It is now 040600NOVXX, and you are required to have your unit operational NLT 071700NOVXX.

The weather has been cold and rainy with temperatures in the low twenties with heavy fog during early morning hours. Winds are forecasted to be northerly at thirty knots.

The new operating area is thirty five kilometers from your current location and is open and muddy providing little cover or concealment.

FACTS: You have been the Company Commander for the past six months. During this time you have observed the units training and operations. Based on this, you know:

- 20% of the soldiers in the unit are new and 40% have received no training on night operations in the last twelve months.
- Several days ago, one of your M939 5-Ton cargo vehicles overturned while returning from a commitment due to excessive speed for conditions. The driver and senior occupant were not wearing seatbelts, and had been briefed on the hazards associated with the M939 series 5-Ton.

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- Two soldiers in the unit have already sustained cold weather injuries. Your unit has not conducted annual cold weather training.
- During the last ARTEP, your unit was evaluated untrained (U) on crossing radiological and chemically contaminated areas.

METT-T ANALYSIS

MISSION: As stated.

ENEMY: Likely to employ indirect fires (with NBC capabilities) and dismounted squad size elements. Possible mine fields one mile north of new location.

TERRAIN: The immediate area is wet, cold and muddy with temperatures in the low twenties and predominant wind forecast to be northerly at 30 knots. The new site is open and muddy with minimal cover and concealment.

TROOPS: Your unit is operating at 90% personnel strength. However, 20% are new to the unit and 40% have not trained on night convoy operations in the past twelve months. Annual cold weather training has not been conducted and 2 soldiers have cold weather injuries. Your unit was assessed (U) in crossing radiological and chemically contaminated areas.

TIME: Your unit will deploy at 070400NovXX to a new location during hours of limited visibility.

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SCENARIO 8 (SIGNAL)

TASK: INSTALL LOS RADIO TERMINAL AN/TRC 190(V)
ARTEP 11-067-30-MTP

MISSION: Deploy one Extension Switch Section from your platoon to establish and provide communications for the Brigade Jump CP.

SITUATION: The time is 070900Mar XX. There has been enemy activity daily. Last night at 0215 your site was probed by a squad sized enemy patrol. The need for a higher level of security disrupted your sleep plan and resulted in sleep deprivation for your entire platoon. Enemy activity has been increasing in frequency and intensity over the last 72 hours. Indications are that the enemy is operating squad sized dismounted patrols in an attempt to disrupt communications and interrupt supply lines.

CONDITION: You are a Node Center Platoon Leader with the 124 SIG Bn. Your platoon deployed from Ft Hood to the National Training Center (NTC) on 150900FebXX in support of 1st BDE. You have been in the area of operations (AO) for two weeks. You have been given the mission to provide communications to the BDE Jump Command Post. BDE has directed that your commo package will deploy with the advance party at 080530MarXX and communications will be hot NLT 080900MarXX. Since your platoon's arrival two weeks ago, you have taken the appropriate steps to acclimate your soldiers. You have conducted training on cross country driving skills, MOS specific tasks and basic soldier skills. You have been operating for the past 7 days in a tactical environment with 24 hour a day continuous operations. Due to personnel turn over rate, you have to consider sending two new soldiers with the jump team. Both soldiers arrived from the 31D10 course at Ft Gordon, GA just one week prior to your deployment. The jump site is approximately 20 Km from your current location. It is on high ground that is generally uneven with a 20 degree slope. The soil is firm and rocky with suspected large rock formations in the subsurface. The route in will be along an unimproved road with deep ruts and numerous washouts. The weather forecast is clear with temperatures in the low40s to the upper30s with a 15-20 mph NW wind, with blowing sand and dust.

FACTS: You have been the Node Center Platoon Leader for the past twelve months. During this time you have participated in company level training exercises. Based on your experience , you know;

- This is the first FTX for the new soldiers in your platoon.

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- 50% of your platoon (including yourself) has never been to NTC.
- Your platoon is at 85% strength.
- The platoons operational readiness (OR) rate is 95%.
- In the past, soldiers have not taken the appropriate gear with them on a mission.
- Shift schedules have not been established.

METT-T ANALYSIS

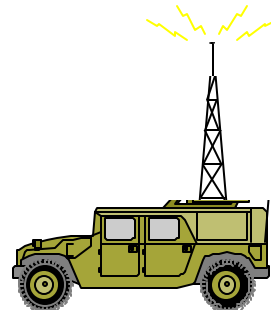
MISSION: Deploy one Extension Switch Section from your platoon to establish and provide communications for the division Jump CP.

ENEMY: OPFOR activity has been observed, dismounted forces. Frequency and intensity of enemy activity is increasing. The company reacted to enemy probes at 0215.

TERRAIN: Recon indicates jump site location is on high ground generally unleveled with a 20 degree slope. Soil conditions are firm and rocky with suspected large subsurface rock formations. Designed route of egress is unimproved road with deep ruts and numerous washouts. Turning cold (from 40s to 30s) with a NW wind of 15-20 mph with blowing sand and dust..

TROOPS: Motivated and disciplined. The section deployed received two 31D10 soldiers from AIT, Ft Gordon, GA three weeks prior to deployment.

TIME: Advanced party with communications packaged will depart at 0530. Estimated time of travel is uncertain due to driver proficiency and road conditions. OPORD directs a COMZ hot NLT 0900.



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SCENARIO 9 (FOR SGTs AND CPLs)

TASK: PREPARE FOR COMBAT
(7-3/4-1606), ARTEP 7-8 MTP
FM 7-8, FM 7-7J, FM 100-5

MISSION: 1st Squad, 1st Platoon, Co A., conducts surveillance of road intersection vicinity PJ19003500 NLT 0300 16 July XX to confirm and report enemy activity in support of company operations.

SITUATION: Intelligence updates indicate that the enemy is operating in 3-5 man recon teams intending to locate our positions. They are armed with small arms weapons and have night vision devices. Enemy contact has been heavy for the past two days. If contact is made, the enemy is expected to break contact and not put up a fight. Although it is possible, it is not likely that there will be contact with the enemy along the route.

CONDITIONS: You are the squad leader of 1st squad, 1st platoon, Co A., and have just received a warning order 1800 hours 15 July from your platoon leader alerting you of the upcoming mission.

This is day three of a scheduled seven-day field training exercise (FTX). The weather has been unusually hot given the time of year with day temperatures averaging between 100-105 degrees. Nights have been normal with temperatures ranging from 60-65, but the 40-45 degree change from day to night has had an affect on your squad. A weather update indicates no significant change in air temperature but the illumination will be at approximately 10%.

The terrain consists of moderate rolling hills. The low ground is heavily vegetated and the high ground is sparsely vegetated with trees between 60-90 feet tall. A slow running stream which must be crossed is approximately 12-15 feet wide with depths ranging from 3-5 feet in most areas.

FACTS: You have been assigned as first squad leader for the last eight months. Assessment of your squad and the mission you know that:

- Your Alpha team leader was evacuated back to garrison leaving your squad one member short for the remainder of the FTX.
- You received two new soldiers prior to the FTX and this is the first time you have been able to integrate them into the squad.
- Squad scored average of 275 in last APFT and are in good shape. Map recon indicates your objective is ten kilometers away.

RISK MANAGEMENT SCENARIO

METT-T ANALYSIS

MISSION: Prepare for combat and conduct surveillance.

ENEMY: Operating with 3-5 man recon teams trying to locate friendly positions. Armed with small arms weapons and have night vision devices. If contact is made the enemy may break contact and not fight.

TERRAIN/WEATHER: Moderate rolling hills with low ground heavily vegetated and high ground sparsely vegetated. Trees between 60-90 feet tall. Stream in route is 12-15 wide and depth between 3-5 feet deep in most areas. The weather has been unusually hot given the time of year with day temperatures averaging between 100-105 degrees. Nights have been normal with temperatures ranging from 60-65, but the 40-45 degree change from day to night has had an affect on your squad. A weather update indicates no significant change in air temperature but the illumination will be at approximately 10%.

TROOPS & EQUIPMENT: Without one of the team leaders due to medavac. Two new personnel assigned prior to the FTX. Soldiers in good shape, but must travel ten kilometers for the mission.

TIME: From time of warning order to accomplishment of mission is nine hours. Adequate time is available for precombat inspections and precombat checks.

RISK MANAGEMENT SCENARIO

SCENARIO 10 (FOR SGTs AND CPLs)

TASK: PERFORM OVERWATCH/SUPPORT BY FIRE (SQUAD)
ARTEP 7-8 MTP (7-3/4-1108), FM 7-8

MISSION: 1st Sqd, 2ND Plt, A Co deploys 050600MarXX to provide overwatch/support by fire security for 3-5 United Nation(UN) vehicles in support of company/team convoy security mission to village of Arrowhead along axis Waco.

SITUATION: Guerrillas of the Parumphan People's Guard (PPG) are probing Irwin City with squad size elements and armored personnel carriers (APC's) five kilometers from the city. Photo imagery shows a squad size element with APC's in the vicinity of Red Lake Pass overwatching a wire obstacle along axis Waco.

CONDITION: You are the squad leader for 1st Sqd, 2nd Platoon. Your squad deployed from Ft Hood to the Republic of Mojave (at the request of the UN) as part of 1st Brigade Combat Team. You just received a warning order 0800 02 Mar XX from your platoon leader that your squad will provide local security for UN vehicles.

The convoy route is an unimproved road with wadi systems running east and west, hilly, sandy and approximately forty kilometers long.

The temperature has been windy in the 60-70's during the day and windy in the 30-40's at night. Weather forecast from the S2 for 5 Mar XX indicates there is a cold front moving in with winds from the NW 10-15 mph and a 50% possibility of precipitation.

FACTS: You have been assigned first squad leader for one year. Based on your leaders assessment of the squad and this mission you know that:

- You have not had the opportunity to test equipment due to OPTEMPO of different briefings in Irwin City.
- Irwin City has come under 'scud' attack alerts the last two evenings with the task force remaining in MOPP IV for two hours each attack.
- Bravo team leader, and one M249 SAW Gunner have been in squad only three weeks prior to deployment.
- Two SAW gunners have not qualified with their weapon.
- Squad is at full strength, but this is the first time your squad has deployed together and assumed this type of mission.

METT-T ANALYSIS

MISSION: Perform overwatch/support by fire (squad).

RISK MANAGEMENT SCENARIO

ENEMY: Mechanized squad along route with obstacles in place. Enemy has NBC capabilities and have been probing Irwin City.

TERRAIN/WEATHER: Unimproved road system with wadi's running east and west. Hilly, sandy route about forty kilometers in length. The temperature has been windy in the 60-70's during the day and windy in the 30-40's at night. Forecast indicates there is a cold front moving in with winds from the NW 10-15 mph and a 50% possibility of precipitation.

TROOPS & EQUIPMENT: Bravo team leader and two soldiers are new to the squad. First time squad has deployed together. Leaders did not ensure that squad members had qualified with personal weapons prior to deployment. Equipment has not been tested.

TIME: High OPTEMPO. From time of the warning order to start of the mission is 70 hours. Rehearsal, testing of equipment and weapons qualification must be accomplished within this time.



RISK MANAGEMENT SCENARIO

SCENARIO 11 (SPCs AND BELOW)

TASK: Perform Grass Cutting Detail for Area Beautification.

MISSION: Alpha team, 1st squad, 1st platoon will conduct area beatification of the company area, vicinity building #3100, NLT 1630 hours on 20 Jul XX, in preparation of the battalion sergeant major's inspection.

SITUATION: Due to a recent deployment, the grass in the company area has not been cut and allowed to grow at will and in some places it is nearly knee deep. The battalion sergeant major will conduct an inspection of the companies common areas prior to releasing the battalion for block leave.

CONDITIONS: You are the acting team leader of alpha team and have just been alerted (0900 19 Jul XX) of the upcoming mission by your squad leader. Your team leader is on emergency leave, so this leaves you in charge to accomplish this task.

The weather has been normal for this time of year with daily temperatures ranging from 90-95 degrees. There is no chance of rain today, but there is a 60 percent chance of thunderstorms for tomorrow. The supply sergeant has two lawnmowers available for use, one of which requires you to remove the spark plug wire to shut it off. The supply sergeant does not have a weed eater, but will borrow one from the S-4 shop. Rakes, sling blades and a sidewalk edger are available.

FACTS: You have been assigned in first squad first platoon for thirteen months. Based upon your experience you know that:

- You have three soldiers to accomplish the mission. Two have been with the squad for three months; one new soldier just arrived in the platoon four days ago.
- Detail must be in the same uniform. Squad leader leaves that decision with you.
- The battalion sergeant major conducts his inspection with "attention to detail".
- Some areas are sandy and rocky.

METT-T ANALYSIS

RISK MANAGEMENT SCENARIO

MISSION: Perform area beautification (grass cutting detail) of the company area.

ENEMY: None.

TERRAIN/WEATHER: Grass knee deep in places with sand and rocks. 90-95 degree weather for today and 60% chance of thunderstorms for tomorrow.

TROOP AND EQUIPMENT: Three personnel available, one of which is new to the unit. Two lawnmowers available, one of them in poor operational condition. Rakes, sling blades, weed eater and sidewalk edger available.

TIME: Alerted one day prior to expected completion. Due to expected thunderstorms will possibly only have one day to complete the mission.



RISK MANAGEMENT SCENARIO

SCENARIO 12 (FOR SPCs AND BELOW)

TASK: Construct an Individual Fighting Position.

MISSION: Bravo team, 1st Squad, 1st Platoon constructs an individual fighting position with overhead cover, NLT 1800 hrs 20 JULXX, vicinity PJ11002100 (training area "J") in support of battalion level expert infantryman badge (EIB) training.

SITUATION: EIB training is starting in three days. It is 0900 18 Jul XX, and your team leader just informed you, the senior specialist in Bravo team that he has a JAG appointment and has assigned you this mission. The first sergeant and platoon sergeant will inspect the fighting position to ensure it is constructed to standard at 1000 20 Jul XX.

CONDITIONS: *Your team leader has given you one soldier to assist with the construction of the fighting position. The weather has been hot and dry with temperatures in the 90's. It has not rained in a week, however, a front is moving into the area with an 60% probability of rain within the next 24 hours.*

Training area "J" is a local training area located 1000m away. *The terrain is sandy with red clay composite.* The company supply sergeant can provide you with one mattock and shovel. The supply sergeant has also coordinated with the battalion S-4 for 200 sandbags and 30 engineer pickets for overhead cover. No plywood is available at the S-4.

FACTS: You have been assigned with the squad and platoon for eighteen months. Based upon your experience you know that:

- EIB is a high priority mission within the battalion.
- Training area "J" can become very nasty when wet.
- Without plywood the task will take more time.

METT-T ANALYSIS

MISSION: Construct an Individual Fighting Position.

ENEMY: None.

TERRAIN/WEATHER: Sandy, hard clay composite. Dry with temperatures in the 90's. 60% chance of rain.

RISK MANAGEMENT SCENARIO

TROOPS AND EQUIPMENT: Two personnel, two entrenching tools, one mattock and shovel available. For overhead cover, 200 sandbags and 30 engineer pickets. The S-4 does not have plywood.

TIME: Two days to construct.

RISK MANAGEMENT SCENARIO

SCENARIO 13 (BASE OPERATIONS)

TASK: OPERATING COMMERCIAL FORKLIFT.

MISSION: Unloading large containers from truck with forklift

SITUATION: Forklift operator went to the unload area on his 4000 pound rated forklift to unload containers from a truck.

CONDITION: You are the supervisor in the Material Movements Division, Post Supply Directorate. A truck just arrived containing two 8500 pound containers. You are tasked to unload the containers and move them into warehouse C1205. You directed a forklift operator to go to the site and unload the containers.

FACTS:

- The only forklift available at the unloading site is a 4000 pound rated commercial forklift.
- Employee is not trained or licensed to operate the forklift.
- The organization does not have a training or licensing program for forklift operators.
- Installed seatbelts are generally not worn.
- Ground guides are not trained.
- There is an approved ramp available to bridge the truck and loading dock.

SOLUTION:

1. Forklift operators must be trained and licensed.
2. Proper rated forklift must be used for the job.
3. Installed seatbelts must be worn.
4. Ground guides must be trained.
1. Supervisor should receive safety training

RISK MANAGEMENT SCENARIO

SCENARIO 14 (MAINTENANCE)

TASK: CONDUCT WEEKLY COMMAND MAINTENANCE
RESOURCES SMALL UNIT RISK MANAGEMENT
BOOKLET, TM 738-750.

MISSION: Alpha Company, 1-34th Armor Battalion conducts command maintenance on Monday mornings every week that they are not deployed. You are the executive officer of Alpha Company. Your new company commander is evaluating all the routine functions that happen in the company and he has tasked you to brief him on the Command Maintenance Program and to do a risk assessment for his review. He wants it completed before next Monday and tells you to brief him on Friday.

SITUATION: Every week your unit conducts command maintenance on Monday mornings.

CONDITIONS: The weather is becoming increasingly cold. Highs are in the 40's and lows in the teens. The motor pool is located one mile from your headquarters and has some hardstand maintenance areas while the majority of the facility is packed dirt. The maintenance bays for your company are old and in need of repair. The overhead hoist is not dependable and you often must use the battalion's M-88 as you would in field operations. The heat is adequate only in three small office spaces that are not routinely available to all soldiers. The wash rack is a gravel area at the south end of the motor pool with high-pressure hoses. Your company has 14 tanks, two M-35 21/2 ton trucks and one HUMVEE. The battalion maintenance section generally provides two small contact teams to your company during the command maintenance period.

FACTS:

- The company has just gone through a significant personnel turnover with several of the tank commander's PCSing. There are also two new platoon sergeants. Many of your crewmen are new as well. The company is manned at 83% strength.
- You have recently returned from a field exercise and many of your vehicles need washing.
- Expected high temperature on Monday is 40F.

RISK MANAGEMENT SCENARIO

SCENARIO 15 (BASE OPERATIONS)

TASK: STORING MATERIAL IN WAREHOUSE

MISSION: Moving a pallet load of material from the receiving dock and storing in the bin storage area.

SITUATION: Truckload of material just arrived at the loading dock.

CONDITION: You are the supervisor in the Warehousing Section of the Material Movement Division. Your task is moving material just received at the loading dock to storage in the bin storage section of Warehouse 1216.

FACTS:

- The material is packaged 24 each (12" high x 30" long by 18" wide boxes) to a 48" by 48" (standard) pallet.
- The pallet must be moved by forklift or other mechanical lifting device from the receiving dock to the bin storage area.
- The bin storage is from ground level to 10 feet high.
- Material must be removed from the pallet and manually placed into storage bins.
- Your activity does not have a training and licensing program for forklift and other lifting devices.
- Personnel learn their job duties through a short on-the-job training program consisting of working with a seasoned employee for one week.
- There is no training program for proper lifting techniques and back injury prevention.
- Some employees use back belts. There is no installation policy on use of back belts.
- There is no installation policy on use of personal protective equipment.

Solutions

1. Forklift or lifting device operators must be trained and licensed. Forklift or lifting device must be the proper type and rating for the job.
2. Operations should be covered in an approved SOP.
3. Employees must have training in proper lifting techniques.
4. PPE policy must be established and PPE such as leather palmed gloves should be available and used.
5. Policy on back belts should be available. Not approved for use by Army unless under doctor's care.

RISK MANAGEMENT SCENARIO

6. Training program for warehousemen should be initiated.
7. Requires approved ladder or other support for placing material in overhead bins

RISK MANAGEMENT SCENARIO

SCENARIO 16 (MAINTENANCE COLD)

TASK: CONDUCT WEEKLY COMMAND MAINTENANCE

MISSION: Alpha Company, 1-34th Armor Battalion conducts command maintenance on Monday mornings every week that they are not deployed. You are the executive officer of Alpha Company. Your new company commander is evaluating all the routine functions that happen in the company and he has tasked you to brief him on the Command Maintenance Program and to do a risk assessment for his review. He wants it completed before next Monday and tells you to brief him on Friday.

SITUATION: Every week your unit conducts command maintenance on Monday mornings.

CONDITION: The weather is becoming increasingly cold. Highs are in the 30's and lows in the teens. The motor pool is located one mile from your headquarters and has some hardstand maintenance areas while the majority of the facility is packed earth. The maintenance bays for your company are old and in need of repair. The overhead hoist is not dependable and you often must use the battalion's M-88 as you would in field operations. The heat is adequate only in three small office spaces that are not routinely available to all soldiers. The wash rack is a gravel area at the south end of the motor pool with high-pressure hoses. Your company has 14 tanks, two M-35 2 1/2 ton trucks and one HUMVEE. The battalion maintenance section generally provides two small contact teams to your company during the command maintenance period.

FACTS:

- The company has just gone through a significant personnel turnover with several of the tank commander's PCSing. There are also two new platoon sergeants. Many of your crewmen are new as well. The company is manned at 83% strength.
- You have recently returned from a field exercise and many of your vehicles need washing.

Resources Small Unit Risk Management Booklet, TM 738-750.

METT-T ANALYSIS

MISSION: Conduct Command Maintenance

ENEMY: None

TERRAIN: The motor pool is constructed largely of packed earth with some hardstand maintenance pads. The route to the maintenance area from accountability formation crosses three fairly busy streets. Forecast calls for a cold front to move through dropping high temperatures into the low thirties for Monday. Expected low on Monday morning is 12 degrees Fahrenheit. There may be snow/freezing rain on Sunday.

RISK MANAGEMENT SCENARIO

TROOPS: Personnel turnover rate has been high. Many of the first line leaders in the unit are new. New soldiers may not be acclimatized to current weather conditions.

TIME: Adequate time is allowed for planning and execution.

RISK MANAGEMENT SCENARIO

SCENARIO 17 (MAINTENANCE HOT)

TASK: CONDUCT WEEKLY COMMAND MAINTENANCE

MISSION: Alpha Company, 1-34th Armor Battalion conducts command maintenance on Monday mornings every week that they are not deployed. You are the executive officer of Alpha Company. Your new company commander is evaluating all the routine functions that happen in the company and he has tasked you to brief him on the Command Maintenance Program and to do a risk assessment for his review. He wants it completed before next Monday and tells you to brief him on Friday.

SITUATION: Every week your unit conducts command maintenance on Monday mornings.

CONDITION: The weather is extremely hot. The highs for the last two weeks have been near 100F. The motor pool is located one mile from your headquarters and has some hardstand maintenance areas while the majority of the facility is packed earth. The maintenance bays for your company are old and in need of repair. The overhead hoist is not dependable and you often must use the battalion's M-88 as you would in field operations. There is no air conditioning except in the battalion maintenance officer's office. The wash rack is a gravel area at the south end of the motor pool with high-pressure hoses. Your company has 14 tanks, two M-35 21/2 ton trucks and one HUMVEE. The battalion maintenance section generally provides two small contact teams to your company during the command maintenance period.

FACTS:

- The company has just gone through a significant summer personnel turnover with several of the tank commander's PCSing. There are also two new platoon sergeants. Many of your crewmen are new as well. The company is manned at 83% strength.
- You have recently returned from a field exercise and many of your vehicles need washing.

Resources Small Unit Risk Management Booklet, TM 738-750.

METT-T ANALYSIS

MISSION: Conduct Command Maintenance

ENEMY: None

TERRAIN: The motor pool is constructed largely of packed earth with some hardstand maintenance pads. The route to the maintenance area from accountability formation crosses three fairly busy streets. Forecast calls for continued hot weather with highs near 100 and lows in the 80s. Thunderstorms are forecast for the weekend.

RISK MANAGEMENT SCENARIO

TROOPS: Personnel turnover rate has been high. Many of the first line leaders in the unit are new. New soldiers may not be acclimatized to current weather conditions. Many have complained that the barracks are too hot to sleep at night.

TIME: Adequate time is allowed for planning and execution.

RISK MANAGEMENT SCENARIO

SCENARIO 18 (POV)

TASK: ATTEND BASEBALL GAME

MISSION: Move to Atlanta, GA to watch Game 6 of the 1999 National League Championship Series (LCS) between the Atlanta Braves and New York Mets.

SITUATION: The Atlanta Braves and New York Mets are locked in an LCS which will be recorded as one of the all time greats. The Braves jumped out to a 3-0 lead in the best of seven series, but the Mets managed to win Game 4 on Saturday and Game 5 on Sunday. The series then moved back to Atlanta for Game 6 on Tuesday night and if necessary Game 7 on Wednesday. Specialist Lovell and his roommate PFC Brizius are avid Braves' fans and managed to get tickets for Game 6. They along with SPC Sadusky make a plan to skip out after their last duty on Tuesday, make the 3 hour trip from Ft. Stuart to Atlanta, watch the game, then make the 3 hour return trip in time for PT formation the next day.

CONDITION: Specialists Lovell and Sadusky along with PFC Brizius have been working hard in garrison over the past several weeks in an attempt to prepare for an upcoming month long field training exercise (FTX). Their company is scheduled to start the FTX on the following Monday. With several vehicles still deadlined, the commander told his troops to expect to work long hours in the motor pool starting on Wednesday. It is the commander's policy that no one may take pass the weekend before a field exercise, so Lovell, Sadusky, and Brizius see the game as their last getaway before the field problem.

At approximately 1630, the company is released for the day. Lovell, Sadusky, and Brizius jump in SPC Sadusky's car and head toward Atlanta. The start time for the game is 2000 and forecasters have called for cloudy conditions with brief, intermittent showers.

FACTS:

- SPCs Lovell and Sadusky plan to drink during the game but PFC Brizius agrees to be the designated driver.
- The game goes into extra innings and ends in the 11th inning. The game is not completed until 0100 on Wednesday morning.
- PT formation is at 0545 for the Company and is conducted daily.

METT-T ANALYSIS

MISSION: Watch National League Championship game

ENEMY: Time, road conditions, and fatigue.

TERRAIN: Generally flat ground with some rolling hills. Well-paved, hard ball roads from Savannah to Atlanta. Heavy traffic can be expected in and around the baseball stadium. Potential for rain exists which could loosen oils on the road.

RISK MANAGEMENT SCENARIO

TROOPS: With two of the three troops planning to drink, fatigue becomes a definite factor on the drive home as the driver would have been awake for approximately 21 hours.

TIME: Time will be a critical factor in not only making the game, but also returning in time for PT formation the next day. The potential for rain as well as the heavy traffic around the stadium will also impact the time available.

RISK MANAGEMENT SCENARIO

SCENARIO 19 (AMV)

TASK: Prevent an AMV accident, AR 385-55.

MISSION: Prevent soldiers from being injured or killed in a AMV accident

SITUATION: A soldier was seriously injured when he pulled his HMMWV onto a highway into the path of an approaching tractor-trailer. The HMMV had just left a commercial car wash with its windows zipped up. The vehicle was struck at the left front portion of the vehicle, was pushed 161 feet across the turning area of the median area of the highway's turning strip and came to rest at the far edge of the other side of the highway.

CONDITION: It is 1530 on a Sunday afternoon. Your task force, 333TH Armored Brigade, Camp Brown Ga., was tasked to conduct a training assistance visit in support of Team America at Fort Rucker AL. At the conclusion of each platoon's exercise and after action review, the Observation Controller (OC) would drive to a local car wash off post and washed their vehicles.

FACTS: Team America was a balanced company team of two mechanized infantry platoons and two tank platoons from the 43RD Separate observer/ controller (OC) teams to evaluate and train Army component units. Your task force was notified of the mission four months prior. Detailed instructions for movement and to conduct the mission were received three days prior. At the conclusion of each platoon's exercise and after action review, the OC would drive to a local car wash off post and washed their vehicles. SFC Blue departed a secondary roadway intersection and attempted to cross the two southbound lanes of a divided four-lane major highway to enter a median strip to turn north. Failure to yield the right-of-way caused an approaching tractor-trailer to strike the HUMMV, knocking the HUMMV across the median strip and across the highway, seriously injuring SFC Blue.

METT-T ANALYSIS

MISSION: To wash a HUMMV off-post

ENEMY: Failure to follow established procedures. Possible haste. Failure to yield-right-of way to on-coming traffic on a major highway, violated army and local traffic laws, not wearing his seatbelt as required by AR 385-55.

TERRAIN: A divided four-lane major highway.

TROOPS: Individual has been in the military for 9 years, highly qualified in his MOs, had successfully completed many demanding NCO development courses.

TIME: Had adequately planned to wash the vehicle at a commercial car wash off post.

RISK MANAGEMENT SCENARIO

SCENARIO 20 (POV)

TASK: Prevent a POV accident, AR 385-55, TC 21-305, POV Tool Box #2

MISSION: Prevent soldiers from being injured or killed in a POV accident

SITUATION: A PFC was driving with his wife as passenger on a two-lane undivided road enroute to a friend's house at 0745 on a Saturday morning. The vehicle left the roadway for unknown reasons

CONDITION: It was 7:45 on a Saturday morning. PFC Brown was driving his vehicle with his wife as a passenger. The vehicle was traveling on a two-lane country road. For unknown reasons, the vehicle exited the right side of the road and traveled 50 meter in a parallel ditch. The vehicle grazed one tree and broke a second tree in half.

FACTS: PFC Brown was driving his vehicle with his wife as a passenger to a friend home. For unknown reasons, the vehicle exited the right side of the road. The vehicle traveled 50 meter in a parallel ditch at a high rate of speed, based upon the impact damage to the trees and severe damage to the vehicle. There were no skid marks, nor any evidence of slick roads. There were no signs of alcohol consumption. The passenger's area and front end of the vehicle broke away and halted at that point; the trunk and rear end traveled across the road, landing 31 meters from the passenger compartment. PFC Brown was wearing his seatbelt and Mrs. Brown the passenger, was not wearing a seatbelt. There were no witnesses to the accident. Both occupants were killed.

METT-T ANALYSIS

MISSION: Traveling off duty with his wife to a friend's home on a Saturday morning.

ENEMY: High rate of speeding, unfamiliar with road conditions, over confidence in his driving ability, failure to follow established procedures.

TERRAIN/WEATHER: A two-lane undivided country road, ditch which paralleled road, trees on both sides of road. The weather was clear, visibility was five miles, and temp was 60 degrees.

TROOPS: Soldier has been assigned to unit for six months and has no traffic violations and successfully completed a defensive driving course.

TIME: Soldier and wife were traveling to a friend's home at 0745 on a Saturday morning.

RISK MANAGEMENT SCENARIO

SCENARIO 21 (POV)

TASK: Prevent a POV accident, AR 385-55

MISSION: Prevent soldiers from being injured or killed in a POV accident while drinking and driving

SITUATION: A soldier was killed when his vehicle traveling southbound in the northbound lane of a four-lane highway, divided by a median and a guardrail, struck another vehicle the driver was tired and consumed alcohol beverages.

CONDITIONS: It is 1830 on a Friday afternoon. A small awards ceremony was held at the installations club. SGT Sweat was present for the awards ceremony. Fog and rain contributed to poor visibility.

FACTS: SGT Sweat began his day by refueling a Platoon that was returning from the field. Several soldiers had asked SGT Sweat what his plans for the evening were. He stated he was staying at home. One of the other NCO's was having a birthday party later that evening at the same club. SGT Sweat was expected to attend but never showed up. SGT Sweat was seen leaving the club at 1830 heading for the barracks. SGT Sweat was traveling southbound in the northbound lane of a four-lane highway divided by a median and a guardrail, when the accident occurred. The entire front end of the fatal vehicle was pushed up and back 1.5 feet; the steering column came to rest within 6 inches of the seatback. The soldier had consumed alcohol and was tired. Fog and rain created poor visibility conditions and were contributing factors to the accident.

METT-T ANALYSIS

MISSION: Attend awards ceremony which was held at the installations club.

ENEMY: High rate of speeding, over confidence in his driving ability, failure to follow established procedures, operating vehicle in wrong lane, Drinking and Driving

TERRAIN/WEATHER: Four-lane highway divided by a median and a guardrail, Fog and rain contributed to poor visibility, Unfamiliar with road conditions

TROOPS: Newly promoted SGT, had been assigned to unit for two months.

TIME: 1830hrs on a Friday afternoon

RISK MANAGEMENT SCENARIO

SCENARIO 22

TASK: CONDUCT A REFUEL ON THE MOVE (ROM) MISSION

MISSION: CO B. 1-15 IN conducts a tactical road march in order to occupy an UN-designated zone of separation PJ19003500 NLT 0300 16 July XX to conduct Peace enforcement operations. The Company is required to execute ROM operations during the road march.

SITUATION: 1-15 IN had recently completed training for ROM using organic assets. The brigade assumed responsibility for establishing the ROM and the Battalion had published the procedures as part of the OPORD. The battalion/company had never rehearsed a ROM using this particular technique as outline in the OPORD.

CONDITIONS: You are the Company Commander of A Company (or the 1st Platoon leader of A Company and have just received a warning order 1400 hrs 15 July from your Battalion commander alerting you of the upcoming mission. The road network consists of unimproved roads with sharp curves and steep embankments. The weather has been in the mid 50's to 60's during the day and mid 40's at night. It has been raining for the last four days and rain is predicted to continue through the rest of the week. The ROM site is situated on unimproved roads, bordered by steep drainage ditches. Recent steady rains in the vicinity of the ROM site have made the ground slippery.

FACTS: You have been assigned as the Company Commander/Platoon Leader for the last 10 months. A Company has been task organized by the Battalion with two tank platoons, one mechanized platoon, engineer platoon with CEV and ACEs, ADA section, and an MP Platoon.

- Your two tank platoons and mech platoon are used to working together.
- The other elements were assigned to you when you entered the theater.
- All vehicles are in good shape.
- Map recon indicates your objective is fifty kilometers away.
- The ROM will be conducted at night.

RISK MANAGEMENT SCENARIO

METT-T ANALYSIS

MISSION: Conduct a refuel on the move (ROM).

ENEMY: The ROM will be conducted prior to crossing the line of departure (LD)

TERRAIN: The ROM site is situated on unimproved road, bordered by steep drainage ditches. The ground is very slippery and rain is predicted to continue for the next 36 hours.

TROOPS: Troops are very experienced with the Battalion SOP for ROM operations. However, they are not familiar with the new procedures dictated by Brigade.

TIME: 13 hours to SP

RISK MANAGEMENT SCENARIO

SCENARIO 23

TASK: CONDUCT A TACTICAL ROAD MARCH

MISSION: CO A. 3-69 AR conducts a tactical road march in order to occupy a UN-designated zone of separation PJ19003500 NLT 0300 16 July XX to conduct Peace enforcement operations.

SITUATION: The Battalion S-2 produced an IPB overlay indicating the presence of many known (marked) and unknown (unmarked) minefields throughout your area of operations. The minefields span your route of march. Intelligence indicates the enemy armed forces are operating in 3-5 man recon teams. If contact is made, the enemy is expected to break contact and not put up a fight. Although it is possible, it is not likely that there will be contact with the enemy.

CONDITIONS: You are the Company Commander of A Company (or the 1st Platoon leader of A Company and have just received a warning order 1400 hrs 15 July from your Battalion commander alerting you of the upcoming mission. The unit has been in country for ten days and has been determined to combat ready. The battalion conducted extensive pre-deployment training and is well prepared for the terrain consisting of moderating rolling hills. The road network consists of unimproved roads with sharp curves and steep embankments. The weather has been in the mid 50's to 60's during the day and mid 40's at night. It has been raining for the last four days and rain is predicted to continue through the rest of the week.

FACTS: You have been assigned as the Company Commander/Platoon Leader for the last 10 months. A Company has been task organized by the Battalion with two tank platoons, one mechanized platoon, engineer platoon with CEV and ACEs, ADA section, and an MP Platoon. The two tank platoons do not have mine rollers.

- Your two tank platoons and mech platoon are used to working together.
- The other elements were assigned to you when you entered the theater.
- All vehicles are in good shape.
- Map recon indicates your objective is twenty kilometers away.

RISK MANAGEMENT SCENARIO

METT-T ANALYSIS

MISSION: Conduct a tactical road march.

ENEMY: Enemy armed forces are operating in 3-5 man recon teams equipped with direct (individual wpns/MG) and anti-armor weapons)

TERRAIN: The road network consists of unimproved roads with sharp curves and steep embankments. The roads are generally bordered by open terrain and provide no cover and concealment for dismounted troops.

TROOPS: Experience level is high within the Tank and Mechanized units. The experience level of the troops recently attached to you is unknown.

TIME: 13 hours to SP

RISK MANAGEMENT SCENARIO

SCENARIO 24 (LIVE FIRE)

TASK: SMALL ARMS QUALIFICATION
ARTEP 7-8 MTP
FM 23-9

MISSION: Alpha Company A Co conducts small arms qualification NLT 302400Au98 all soldiers will detect and engage a minimum 23 of 40 timed targets with the M16A2/M203 rifle.

SITUATION: A Co has been tasked to operate the range for the Battalion. The Battalion has locked the range on for one day with the intent of qualifying all of its soldiers in one day. This does not include night or NBC fire.

CONDITIONS: A Co is also tasked with providing one Range Safety Officer, NCOIC, Tower Operators, and an Ammunition Detail. The humidity is around 90% with the temperatures around 90 degrees.

FACTS: You have been assigned as the Officer in charge of this range. You have been a platoon leader for the last 14 months. Assessment of your mission and personnel:

- Alpha Company NCO Corps is 50% under strength across the board.
- Nine soldiers have been identified as past heat casualties in the Battalion.
- One vehicle is dedicated for emergency and supply ie: food/water re-supply
- Right range limit pole is difficult to see and needs the candy stripe to be repainted.
- Four new soldiers in your platoon met the minimum standards to qualify in basic training.
- The loud speaker in the control tower does not work.

METT-T ANALYSIS

MISSION: Supervise range operations for the Battalion's annual rifle qualification.

ENEMY: Range has some deficiencies that could make it unsafe to operate.

TERRAIN: Clear lanes with re-enforced fighting positions and sandbags. Expected Heat Cat V by early morning with no precipitation in the forecast.

TROOPS: Battalion NCO Corps is 50% under strength.

RISK MANAGEMENT SCENARIO

TIME: Three working days remain to prepare for this mission.

RISK MANAGEMENT SCENARIO

SCENARIO 25

TASK: TO CONDUCT MISFIRE PROCEDURES ON A M198 HOWITZER
TM 9-1025-211-10

MISSION: To provide indirect fires to support 3d Brigade's movement into unfriendly territory. H. Hour sequence will commence at 240400FEBXX. A total of two Sweep and Zone missions will be fired per howitzer section a 3 round, 3 deflections, and 3 quadrants.

SITUATION: You as the howitzer section chief just completed the first Sweep and Zone mission with a total of 27 rounds. The maximum rate of fire for your weapon system has not been reached. During your second Sweep and Zone Mission you encounter a misfire on the 19th round to be fired.

CONDITIONS: You as the Howitzer Section Chief are responsible for the safety of your crew. Your number 1 man has only been in the unit for a month and this is his first experience behind the breech of a M198. As the Safety NCO for that Howitzer you must ensure the proper procedures are followed for clearing a Miss Fire.

FACTS:

- Inexperienced number 1 man
- You have one crew member that is known to take short cuts
- Weapon system did not exceed the rate of fire.

METT-T ANALYSIS

MISSION: Provide indirect fire in support of 3d Brigade's movement to contact.

ENEMY: Tawakan Division is at 95% combat power. They have been preparing and improving their defensive positions, incorporating obstacles (tank ditches, minefields, and obstacle belts). Fully capable of delivering persistent and non-persistent chemical agents. Well trained in counter fire missions.

TERRAIN: Flat rolling terrain with three main roads to the North. Severe winds with the heat index at 110 degrees. Sandstorms and dust will limit visibility to 50 feet.

TROOPS: Personnel strength is at 85%. 80% of the soldiers have never participated in combat operations. Your crew is partially trained in their skill level task due to their reception from AIT into the unit.

RISK MANAGEMENT SCENARIO

TIME: Approximately 3 days to prepare for the mission.

RISK MANAGEMENT SCENARIO

RISK MANAGEMENT SCENARIO

SCENARIO 26 (POV)

TASK: Have vehicle Brakes repaired prior to leaving.

MISSION: To go home for the holidays

SITUATION: During the Commander's early morning pre-holiday POV inspection, PFC Smith's Privately Owned Vehicle (POV) is found to be critically low on brake fluid. He is unable to have the brakes repaired immediately since his unit's 1st Sergeant has volunteered him to help with a post wide pre-holiday cleanup sponsored by the Post Command Sergeant Major. Later in the afternoon, PFC Smith will have to attend his unit's Organization Day activities.

CONDITIONS: Learning that his vehicle needs repair, PFC Smith asks the 1st Sergeant for permission to repair his vehicle that morning. He plans to leave for the holidays and his sister's wedding immediately following the Organization Day activities. 1st Sergeant, who owes the CSM a favor, refuses PFC Smith's request and assigns him to do the pre-holiday cleanup. Since the Organization Day is mandatory, 1st Sergeant suggests PFC Smith get his vehicle fixed the next day before going on leave.

FACTS: Post cleanup lasted longer than PFC Smith anticipated. As a result, he arrives late to the Organization Day activities. Activities are held during the hottest part of the afternoon and included sports requiring stamina and exertion. PFC Smith decides to start his leave immediately following these activities so that he can arrive home early for the holidays and his sister's wedding. On the way home, PFC Smith decided to stop at a local bar in his hometown. Around 0100hrs, PFC Smith is killed when he fails to stop at a newly installed four-way stop near his home. His vehicle strikes another which legally crossing the intersection. Investigations revealed PFC Smith may have fallen asleep and that his brakes were not functioning properly. Although PFC Smith had been drinking earlier, he is not declared intoxicated. The cause of the accident was judged to be fatigue, delayed reaction caused by alcohol, faulty brakes, and lack of attention.

RISK MANAGEMENT SCENARIO

METT-ANALYSIS

MISSION: Have vehicle repaired and arrive home safely.

ENEMY: Faulty brakes on vehicle, fatigue, holiday obligations, and consumption of moderate amount of alcohol.

TERRIAN/WEATHER: The unexpected appearance of a new four-way stop installed on a familiar county road. Weather was not a factor in this accident.

TROOPS: Young soldier on leave for the holidays for the first time.

TIME: 0100hrs on a Saturday morning.

RISK MANAGEMENT SCENARIO

RISK MANAGEMENT ASSESSMENT WORK SHEET

SCENARIO 26

HAZARD: PFC Smith Chain of Command failed to place priority. All priority was on organization day. PFC Smith elected to drive a vehicle with faulty brakes. He chose to drive late at night while fatigued and impaired by alcohol, ran a stop sign, and other distractions.

CONTROLS: Allow soldiers time to repair their vehicles and have controls in place insures they cannot drive until repairs are made. Encourage personnel travel only when well rested and to be alert to road dangers at all times. Chain of command emphasis. Use the recommended POV Inspection Checklist and Individual Assessment work sheet. Command Leave and Pass Program. Pre -Trip Safety Briefing Guide

IMPLEMENT: Commanders need to establish controls, implement leave/pass programs and implement comprehensive POV inspection programs to ensure prompt/immediate problems with vehicles are corrected. Accident After-Action Review Board.

SUPERVISE: Commanders should emphasize the hazards of poor vehicle maintenance. Commanders should emphasize the hazards of operating POVs while impaired by alcohol, fatigue, or other conditions not conducive to safety no matter how slight.

RISK MANAGEMENT SCENARIO

INDIVIDUAL ASSESSMENT

PRE-TRIP CHECKLIST FOR LEADERS	Discuss Hazards, Risk, & Controls	
Use this checklist when trips are planned. Apply risk management controls if needed.		
Point of origin to destination.		
Destination_____		
Planned rest stops/breaks_____		
Anticipated Weather Condition_____		
Travel distance one way_____		
Mode of travel_____		
If driving POV:# of licensed drivers_____		
Planned rest stops/breaks_____		
Point of origin departure date and time_____		
Expected destination arrival time_____		
Return from Destination to Point of Origin		
Mode of travel_____		
Planned rest stops/breaks_____		
Anticipated Weather Condition_____		
If driving POV:# of licensed drivers_____		
Planned rest stops/breaks_____		
Destination departure date and time_____		
Expected arrival time at point of origin_____		
VEHICLE CONDITION: OLD NEW NEEDS REPAIR		
INSURANCE: Is soldier's car insurance coverage up to date/current?	Yes	No
DRIVER'S LICENSE: Does soldier possess a valid driver's license?	Yes	No
SIGNATURES		

RISK MANAGEMENT SCENARIO

<p>Soldier Planning Trip: Name/Rank/Signature: _____ DATE _____</p> <p>Supervisor: Name/Rank/Signature: _____ DATE _____</p> <p><i>Checks soldiers knowledge of important vehicle safety information and identifies areas requiring additional training/emphasis. Conduct survey while vehicle is being inspected.</i></p> <p>1. What is most likely to kill you (or other soldiers)?</p> <p>2. A soldier is required by Army regulation to use seat belts at all times, on and off the installation, while driving or riding in a POV</p> <p>3. Seatbelts are not necessary if your car is equipped with air bags.</p> <p>4. What time of day do most fatal POV accidents occur where the Army driver is at fault?</p> <p>a. 0600-0900 b. 0900-1500 c. 1600-2000 d. 2100-0500</p> <p>5. If you are driving and feel sleepy, what should you do?</p> <p>a. Roll down the windows so the fresh air will wake you up b. Turn the radio volume up to keep you alert c. Turn the air conditioner to high so the cool air will wake you up d. Stop and sleep e. Any of the above</p> <p>6. For the average 160-180 pound individual, inhibitions are lessened and judgment begins to be affected after drinking just one beer in one hour or less.</p> <p>a. True b. False</p> <p>7. Which of the following factors determine safe driving speed?</p> <p>a. Posted speed limit b. Road and weather conditions c. Time of day d. Amount and type of traffic e. a and b</p>	<p>Speed, Fatigue, Alcohol, non-use of seatbelts</p> <p>True False</p> <p>True False</p> <p>D</p> <p>D</p> <p>A</p> <p>F</p>
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RISK MANAGEMENT SCENARIO

<p>f. a thru d</p> <p>8. What days of the week do most fatal POV accidents occur where the Army driver is at fault?</p> <p>a. Monday and Friday</p> <p>b. Wednesday, Thursday, and Friday</p> <p>c. Friday, Saturday, and Sunday</p> <p>d. Sunday and Monday</p>	<p>c</p>
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RISK MANAGEMENT SCENARIO

POV INSPECTION CHECKLIST

At least a two weeks period should be allowed to ensure timely repairs.

ITEM	WHAT TO CHECK	WHAT TO LOOK FOR	CHECKOFF
TIRES	Condition <i>NOTE: No mixing of radial tires bias tires.</i>	Tread depth, wear, weathering, evenly seated, bulges, imbedded objects, cuts, breaks. At least one mm of tread over entire traction surface (Use a penny and place it in the tire tread, Lincolns head facing upward. If you can see Lincoln head it is not ok)	Front Rear
	Spare tire	Spare tire (inflated), jack, lug wrench	Pass Fail
LIGHTS	Head lights	Both high and low beams operational, cracked, condensation, secured	Left Right
	Tail Lights	Lenses intact, tail light work when turned on (red)	Left Right
	Brake lights	Lenses intact, brake light work when brake is applied (red)	Left Right
	Turn Signals	Lenses intact, left and right turn signals blink (red lights in rear and yellow lights in front)	Front Rear Left Right
	Backup lights	Lenses intact, left and right backup lights work (White Light)	Left Right
	Four-way Flashers	Lenses intact, left and right turn signals flash/blink at the same time	Left Right
	License Plate Light	Lenses in tact, does light stay on	Left Right
			Front Rear Left Right
WINDSHIELD & WINDOWS & WIPERS	Windshield	Not cracked, broken or scratched to the degree that impairs vision	Pass Fail
	Rear Window	Not cracked, broken or scratched to the degree that impairs vision	Pass Fail
		Windows go up and down, scratched or	

RISK MANAGEMENT SCENARIO

Windows	tinted to the degree that impairs vision	Pass Fail
Window controls	Check handles, push electric buttons	
Windshield wipers	Both wipers are installed on vehicle, windshield wipers work, blades show signs of wear	Front Rear Pass Fail
MIRROR		
Mirror Outside	Missing, cracked	Left Right
Mirror Inside	Missing, cracked	Pass Fail
BUMPERS		
Bumper Front	Missing, lose, broken	Pass Fail
Bumper Rear	Missing, lose, broken, bent in any way to cause a hazard	Pass Fail
BRAKES		
Brakes	Foot pedal cannot travel more then half way to floor, does brake light stay on	Pass Fail
Emergency Brake	Properly adjusted, check emergency break by: pull/push emergency brake, apply foot to brake, gently press gas pedal, ensure break holds vehicle	Pass Fail
Interior		
Horn	Does it work	Pass Fail
Defroster Front	Ensure hot air blows out above the dash	Pass Fail
Defroster Rear	Check light on dash, if in the winter ensure it works by allowing the rear windshield to clear up	Pass Fail
Emergency equipment	(OPTIONAL) First aid kit, warning triangle, flashlight, fire extinguisher, blanket, flares, shovel, chains, tools, etc. (Check host nation laws for any additional equipment)	Pass Fail
Heater	Ensure heater works	Pass Fail
SEATBELTS		
Seatbelt Front/Rear (Include shoulder harness during inspection, may have a center seat belt)	Missing, frayed, does not snap	Pass Fail Front Rear
LICENSE/DECALS/INSURANCE		
State Drivers License	Expired, missing	Pass Fail

RISK MANAGEMENT SCENARIO

Installation decal	Missing, needs replacing	Pass Fail
License Plate (License plates match windshield decal (Europe Only))	Expired, check sticker/decal to ensure plate is current	Pass Fail
Insurance	Does the operator have valid insurance	Pass Fail
UNDER THE HOOD FLUIDS		
Brake	Filled to appropriate level	Pass Fail
Windshield washer	Windshield washer fluid during winter months use	Pass Fail
Battery	Check the color indicator on the battery	Pass Fail
HOSES	Cuts, cracks, leaks, bulges, chaffing, deterioration	Pass Fail
BATTERY	Terminals, clean and tight, held down securely	Pass Fail
Power Steering	Filled to appropriate level	Pass Fail

Inspector's
Name: _____ Signature _____

Operator
Name _____ Signature _____

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Platoon Sergeant/Platoon Leaders approval _____

Dated inspection was conducted _____
conducted _____

Date follow-up inspection was

Leave/Pass/Holiday _____

Inspection checklist can be revised based on local requirements - e.g., snow tires/chains